FM 6-22 *Army Leadership*

"A Leader of Character, With Presence and Intellect"

Course 6-22-3

Competent, Confident, and Agile

Proponency: Center for Army Leadership

Who an Army leader should be

Character

A leader of...

Presence

Intellect

Course Outline

1. The Army Leadership Requirements Model
2. A Leader of Character
3. A Leader with Presence
   - SGT Hester vignette
4. A Leader with Intellect
   - CPT Versace vignette

Army Leadership Requirements Model

Leadership Requirements Model

Attributes
What an Army Leader Is

A Leader of Character
- *Army Values*
- *Empathy*
- *Warrior Ethos*

A Leader with Presence
- *Military bearing*
- *Physically fit*
- *Composed, confident*
- *Resilient*

A Leader with Intellectual Capacity
- *Mental agility*
- *Sound judgment*
- *Innovation*
- *Interpersonal tact*
- *Domain knowledge*

Core Leader Competencies
What an Army Leader Does

Leads
- *Leads others*
- *Extends influence beyond chain of command*
- *Leads by example*
- *Communicates*

Develops
- *Creates a positive environment*
- *Prepares self*
- *Develops leaders*

Achieves
- *Gets results*

A Leader of Character

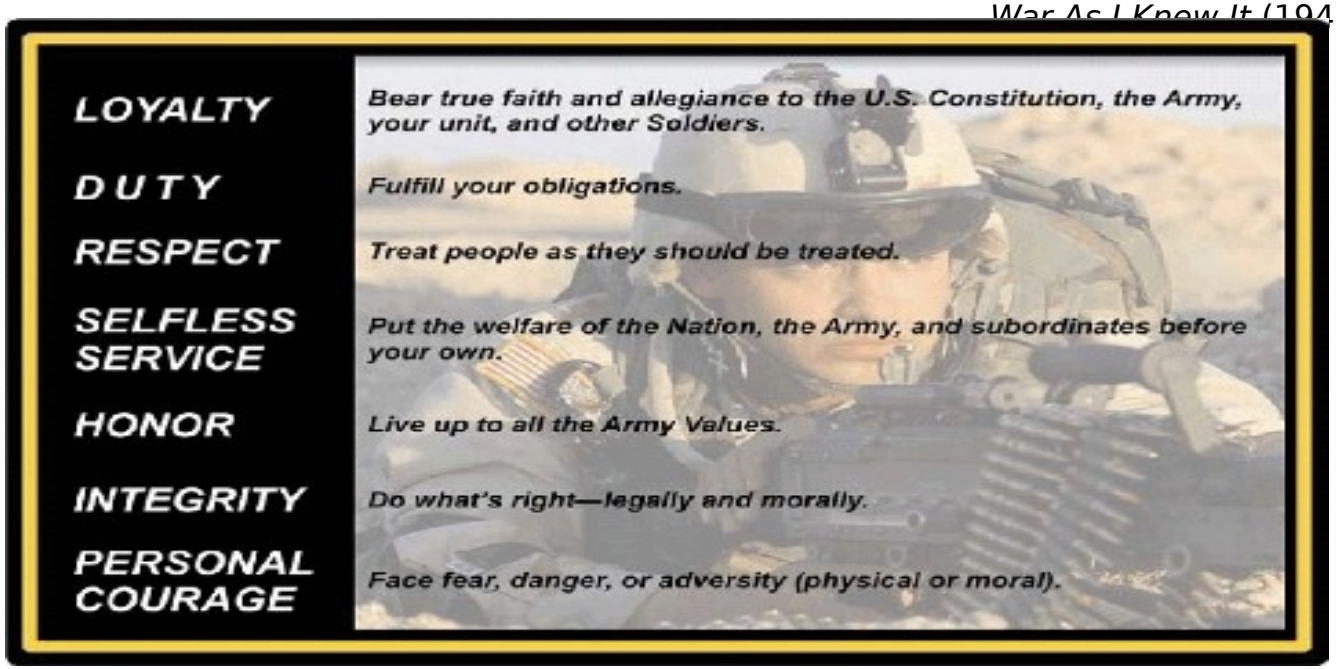
- Army Values
- Empathy
- The Warrior Ethos

Seven Army Values

"All men are frightened. The more intelligent they are, the more they are frightened. The courageous man is the man who forces himself, in spite of his fear, to carry on."

General George S. Patton, Jr.

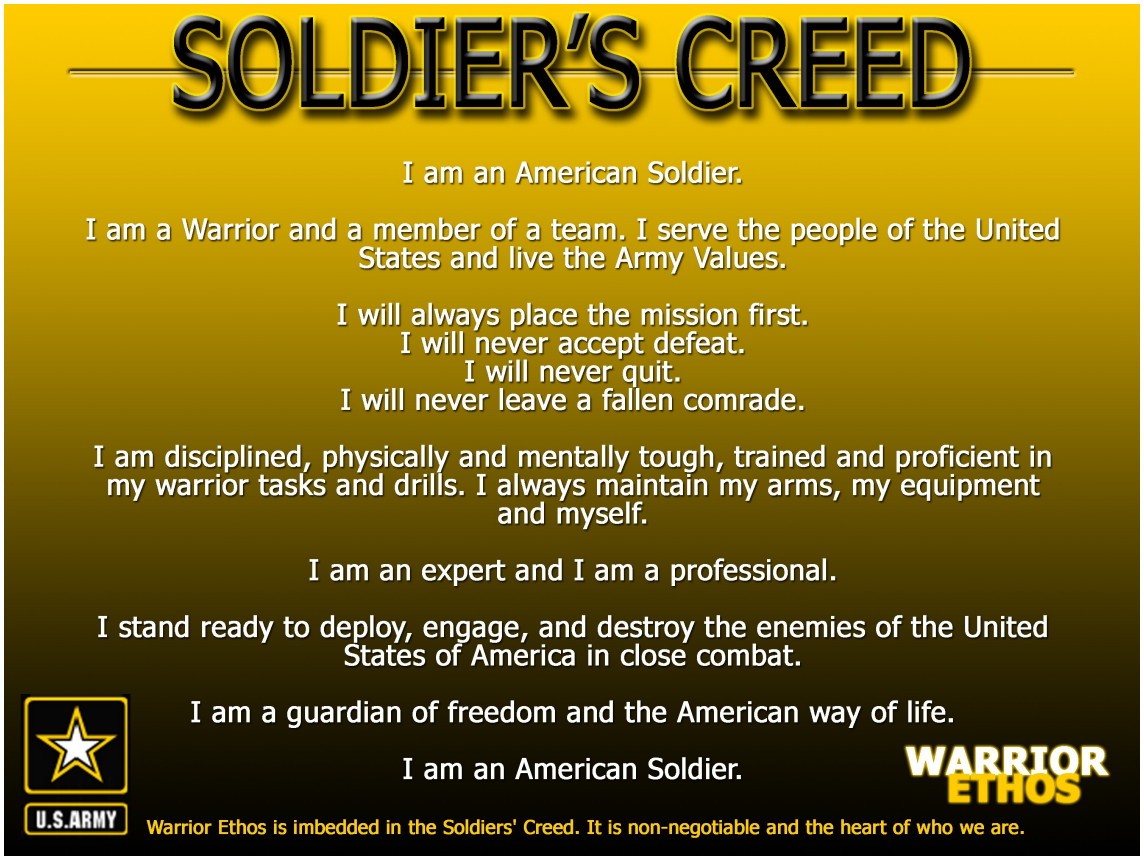
War As I Knew It (1947)


LOYALTY
Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.
DUTY
Fulfill your obligations.
RESPECT
Treat people as they should be treated.
SELFLESS SERVICE
Put the welfare of the Nation, the Army, and subordinates before your own.
HONOR
Live up to all the Army Values.
INTEGRITY
Do what's right—legally and morally.
PERSONAL COURAGE
Face fear, danger, or adversity (physical or moral).

Empathy in Action

- See things from another's point of view
- Train Soldiers to survive and be competent to complete the mission
- Share hardships with subordinates
- Provide Soldiers with reasonable comfort and rest
- Have empathy for Army families, local populace, and even the enemy

Warrior Ethos


SOLDIER'S CREED
I am an American Soldier.
I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier.
U.S.ARMY
WARRIOR ETHOS
Warrior Ethos is imbedded in the Soldiers' Creed. It is non-negotiable and the heart of who we are.

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A Leader With Presence

- Possess military bearing
- Physically and spiritually fit
- Confident
- Resilient

Mission First – Never Quit

HESTER MEDIA CLIP

Link to Vignette

- SGT Leigh Ann Hester
- 617th MP Co- Kentucky National Guard
- Convoy escort duty
- First female to receive Silver Star since WWII

Mission First – Never Quit

- Why do you think SGT Hester was able to react the way she did to the ambush?
- What Army values did she and her fellow Guardsmen exhibit in their actions?
- What leader competencies did she exhibit?

Members of 617th MP Company receive awards for valor

A Leader With Intellect

- Agility
- Judgment
- Innovation
- Interpersonal tact

Domain knowledge

- Tactical
  - GPS
  - IED detection
  - Counterinsurgency
  - Urban Operations
  - Non-linear battlefield
- Technical
  - Systems
  - Networking
  - Blue Force Tracker

Domain knowledge

- Cultural
  - Language
  - Religion
  - Beliefs, Culture
- Geo-political
  - Globalization
  - Nuclear Proliferation
  - Spread of democracy in Middle East
  - Role of U.S. as a humanitarian nation

He Never Gave In

Link to Vignette

- CPT Humbert “Rocky” Versace
- West Point graduate
- Assigned to MAAG (Special Forces) as Intelligence Advisor
- POW in Vietnam
- Was due to leave Army and become a missionary to work with orphans

He Never Gave In

- What values or leader attributes did CPT Versace exhibit?
- Which core leader competencies did he display?
- What impact did CPT Versace's example have on those around him?

Questions and feedback on this course should be directed to the:

Center for Army Leadership
LRADD (FM 6-22)
Ft. Leavenworth, KS

(913) 758-3160

Hester vignette

Mission First—Never Quit!

When SGT Leigh Ann Hester and members of the 617th Military Police Company, Kentucky National Guard set out for a routine convoy escort mission in March 2005, she never knew what challenges awaited her and her team.

SGT Hester was the vehicle commander riding in the second HMMWV behind a convoy of 26 supply vehicles when her squad leader, SSG Timothy Nein, observed the convoy under attack and moved to contact.

When she arrived at the ambush location, she saw the lead vehicle had been hit with a rocket-propelled grenade. A group of about 50 insurgents seemed determined to inflict devastating damage on the now stopped convoy. She immediately joined the fight and engaged the enemy with well-aimed fires from her rifle and grenade launcher. The intense engagement lasted over 45 minutes. When the firing finally subsided, 27 insurgents lay dead, six were wounded, and one was captured.

Despite the initially overwhelming odds and battlefield clutter, SGT Hester and her Soldiers persevered. They effectively quelled the attack, allowing the supply convoy to continue safely to their destination. Throughout the situational chaos, SGT Hester and her comrades had remained resilient, focused, and professional. The fearless response by Hester and SSG Nein had helped the Soldiers overcome the initial shock of the ambush and instilled the necessary confidence and courage to complete the mission successfully.

For Hester's MP company, the countless hours on small arms ranges and practicing urban warfare and convoy operations had paid off. Well-rehearsed battle drills be-came second nature. She and her fellow Soldiers were able to live the words, "Mission first – never quit."

For her actions, SGT Hester earned the Silver Star. She is the first female Soldier since World War II to receive this award. SSG Nein and SPC Jason Mike also won the Silver Star and several other unit members were awarded Bronze Stars for valor.

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Versace vignette

He Never Gave In

In a park in Alexandria, Virginia is the life size statue of an American soldier with two small Vietnamese children. Near them is a wall with the names of 65 other Alexandrians that died during the Vietnam conflict.

This memorial came almost forty years after Captain Humbert "Rocky" Versace, a POW, was executed by his captors in North Vietnam. It honors a man who never gave up his beliefs during extreme hardships and never gave in to the enemy, even in the face of death.

Captain Versace was a West Point graduate assigned to the Military Assistance and Advisory Group (MAAG) as an intelligence advisor during October 1963.

While accompanying a Civilian Irregular Defense Group (CIDG) engaged in combat operations in the An Xuyen Province, Versace and two fellow Special Forces soldiers, LT Nick Rowe and SFC Dan Pitzer, came under attack from a Viet Cong main force battalion. Versace, shot in the leg and back, was taken prisoner along with the others.

They were forced to walk barefoot a long distance, deep into the jungle. Once there, Versace assumed the position of senior prisoner and demanded the captors treat them as prisoners, not war criminals. They locked him in an isolation box, beaten and interrogated. He tried to escape four times, once crawling through the surrounding swamp until he was recaptured. He garnered most of the attention of the Viet Cong so that life was tolerable for his fellow prisoners. He was their role model (continued on next slide)

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Versace vignette (cont)

He refused to violate the Code of Conduct, giving the enemy only information required by the Geneva Convention which he would recite repeatedly, chapter and verse.

When other soldiers would operate in those remote areas, they heard stories of Versace's ordeal from local rice farmers. Versace spoke fluent Vietnamese and French and would resist his captors loudly enough that local villagers could hear him. They reported seeing him led through the area with a rope around his neck, hands tied, bare footed, head swollen and yellow from jaundice. His hair had turned white from the physical stress. The rice farmers spoke of his strength and character and his commitment to his God and his country.

On September 26, 1965, after two years in captivity, he was executed in retaliation for three Viet Cong killed in Da Nang. For his bravery, Versace was awarded the Medal of Honor and inducted into the Ranger Hall of Fame at Ft. Benning.

Versace's remains were never found, but a tombstone bearing his name stands above an empty grave in Arlington cemetery. The statue across town is a tribute to who Captain Versace was. Ironically, he was just weeks from leaving the Army and studying to become a missionary before being captured. He wanted to return to Vietnam and help the orphaned children. Most of all, he will be remembered as someone with strong character and beliefs who never gave in.

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